

83-3078

24 AUG 1983

DDA REGISTRY
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MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Information Services
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training & Education

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Planning Program for FY 1984

1. A list of Directorate goals for FY 1984 and a list of planning assumptions are attached.

2. You are requested to validate and revise your Office five-year plan in accord with the above goals. Your plan should be a relatively brief document (6-8 pages) describing the primary goals and objectives which your Office will pursue. Your Office objectives should contribute to the accomplishment of Directorate goals.

3. As in past years, you are requested to select those significant objectives which you propose to report on during FY 1984. Please submit your revised five-year plan and proposed FY 1984 objectives (with milestones) by 14 October 1983. We will continue the quarterly sessions to review the status of your objectives.

4. The quarterly review sessions should be scheduled for 90 minutes. One hour should be allocated for formal briefings on the objectives with milestones scheduled for that quarter. Following a brief introduction to the objective, the presentation should concentrate on specifics of the achievement or failure to achieve the milestone. This could include how the milestone was achieved, results, outlook, problems encountered or expected, along with remedial courses of action. In your planning for these sessions, you should provide sufficient time for the interjection of questions, comments, and additional information. It is not necessary to report on every objective at every session, and we encourage the presentation of appropriate ad hoc topics of interest. The use of visual aids is encouraged in supporting these presentations.

DDA REGISTRY
83-3078

5. In the final quarterly review session for FY 1983 (to be scheduled in October), each Office Director is requested to present a brief (10 minutes) review of the accomplishments of his Office in FY 1983.

6. As we approach a new planning cycle for FY 1984, I would like to express my appreciation for the efforts you devote to this activity. The quarterly review sessions give me an excellent opportunity to meet with your personnel, to gain insight into your programs, and to ensure Directorate-wide coordination of our most important activities.


7. The planning program and the quarterly review sessions will be coordinated by Doris Feinsilber of my staff. Please identify a focal point in your Office for this activity when you submit your FY 1984 plan for approval.



Harry E. Fitzwater

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Attachment

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DIRECTORATE OF ADMINISTRATION GOALS--FY 1984

1. Personnel is the single most important resource of the Directorate. Our primary goal is to create a work environment where our people are encouraged to develop as individuals and are given the opportunity to attain full potential. We must maintain an effective career development system which motivates our employees and which maximizes the potential of each employee.

Each Office shall provide an effective personnel management system which is responsive to the changing needs of the Agency. Each Office shall develop programs which meet component needs, provide opportunities for intra-directorate career development experiences, include succession planning, and encourage EEO, affirmative action, and personnel training.

2. Each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. We must be attentive to the misuse of government facilities and services. We must retain an esprit de corps, a teamwork approach, and a deep sense of pride in mission and accomplishment to sustain our personnel not only throughout their Agency careers but also during their post-employment years.

3. The Directorate must provide support services in a prompt and efficient manner. Directorate support activities must be responsive, innovative, and timely. Our support efforts must enhance the efficiency of Agency operations and the accomplishment of its mission. We must maintain the mechanisms and infrastructure which are necessary to support covert action and anti-terrorist operational activities.

4. We must be prepared to meet unanticipated world-wide intelligence demands caused by a surge in collection or analysis efforts. We must maintain a flexible corps of personnel who are trained to respond quickly to our dynamic environment.

5. We must recognize our responsibility to provide a suitable working environment and we must use facilities and space effectively. Each manager shall give special attention to the cleanliness and safety of the working environment. We must recognize that health, safety, morale, efficiency, and productivity are interdependent. We must minimize the disruptions associated with office moves and we must strive for a smooth transition to the new Headquarters building.

6. All Directorate activities shall be conducted in an efficient manner with emphasis on streamlining activities by reducing waste, avoiding duplication of effort, using cost-savings techniques, and fully utilizing existing resources. We must be particularly attentive to the cost-savings, efficiency-type recommendations and studies undertaken by other government entities and private industry so that we are in a position to adopt those measures which are applicable to the Agency.

We must eliminate the potential areas of duplication which occur in providing services of common concern. We must be aware of services provided to our Agency by other government organizations. In addition, we must identify those areas which could be performed more efficiently by acquiring contractual services.

7. We must anticipate and aggressively pursue requirements and adopt improved mechanisms for inter- and intra-directorate coordination. We must maintain organizational discipline at all levels. We must recognize the sense of urgency associated with the Agency's overseas mission.

8. The Directorate must strive to exploit state-of-the-art capabilities and equipment. We must modernize and upgrade resources so that the Directorate will fulfill its missions and functions in a modern and efficient manner.

9. The Directorate must continue disaster/emergency planning which focuses attention on contingency planning and develops mechanisms and procedures which will maintain essential support capabilities under adverse conditions. We must strive to establish operational redundancies in support services. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

DIRECTORATE OF ADMINISTRATION ASSUMPTIONS - FY 1984

1. The Agency will stabilize in population and resources. Economic pressures and political realities will result in a stable situation.
2. Since this stability will extend to the resource base of the Directorate, there will be continued emphasis on cost effectiveness and efficiency. The large ongoing initiatives in the Directorate will continue to absorb a large share of the resource base. The Standard Support Requirements (SSR) concept will be continued in order to permit the Directorate to maintain its base and to support new initiatives.
3. Changes in the economy, as well as new conditions associated with Agency employment (Social Security participation), will serve to make an Agency career less attractive. Our ability to hire skilled employees, especially in technical areas, will be more difficult.
4. Rapid responses to unanticipated requirements and intelligence demands will be needed, requiring a flexible support structure capable of meeting dynamically changing demands for support services.
5. Covert action operations will receive increased scrutiny from policymakers and may be diminished. Nevertheless, we must stabilize and maintain our capabilities and be responsive to requirements world-wide. Additionally, we must be prepared to respond quickly to terrorists' threats.
6. Operating environments abroad will be increasingly hostile, requiring efforts to enhance the protection of our personnel overseas, to upgrade physical security equipment, and to improve security practices and procedures.
7. Agency management will continue to emphasize long-range and emergency planning.
8. As new technical collection systems are developed, the Directorate will be called upon to support additional general contracting activities, ground stations, logistics systems, and data processing systems.
9. As activities in support of the construction of the new building proceed, we will stabilize our requirements for leased space. Additional space will be acquired to accommodate FY 84 personnel increases and/or operational equipment.

10. Increased use of office automation and data processing resources must be anticipated and will enhance the performance of our mission.

11. Agency management will emphasize the need to investigate and possibly adopt reforms undertaken by other government agencies. In view of the changing environment, there will be a need to conduct studies and reviews to assure that the Directorate is operating in the most efficient manner.